



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

SUBJECT: Geography Based Deployment
of Parking and Traffic Control Officers

FROM: John Ristow

DATE: May 16, 2019

Approved

Date

5-17-19

BACKGROUND

This memo is in response to Mayor Liccardo and Councilmembers Jones, Jimenez, Peralez and Davis' September 30, 2018 memorandum and subsequent request made during the review of the recent Vehicle Abatement Audit at the October 2, 2018 City Council Meeting. Specifically, staff was directed to explore a geography-based deployment of Parking and Traffic Control Officers aligning with existing Police Districts aimed at better-coordinated and informed enforcement, and to report back on the feasibility and potential costs during the 2019-2020 budget process.

ANALYSIS

The Department of Transportation's (DOT) Parking Compliance Unit (PCU) provides a wide variety of parking compliance and related services throughout the City, with Parking and Traffic Control Officers (PTCOs) on patrol nearly 24/7. The primary purpose of the PCU is to obtain compliance with parking regulations using a variety of tools, including education, warnings, and citations to help provide safe and efficient access to street parking within the public right-of-way.

The PCU is staffed with one (1) Parking Supervisor, five (5) Senior PTCOs, 39 full-time and eight (8) part-time PTCOs. PCU staff works in three shifts covering nearly 24 hours of the day, 7 days a week. PCU staffing has remained nearly constant since 2009-2010 despite substantial increases in vehicle abatement requests and other parking enforcement services.

PTCOs are currently deployed in a manner that allows for the efficient use of staffing and equipment resources while prioritizing downtown routes, street sweeping enforcement, time-sensitive responses (California Vehicle Code Section 22500-requests for services via SJPD Dispatch-311), and school safety patrols. PTCOs also handle construction and special event temporary restriction enforcement, tow support, traffic control, Residential Permit Parking (RPP) zone enforcement, and vehicle abatement service requests citywide.

In addition to enforcing posted parking restrictions, a significant amount of the PCU's workload is reactive in nature, responding to requests from the public. The workload of the PCU is distributed across the entire unit, maximizing the number of staffing hours available to address reported concerns and provide parking related services. Through intensive data analytics, a data-

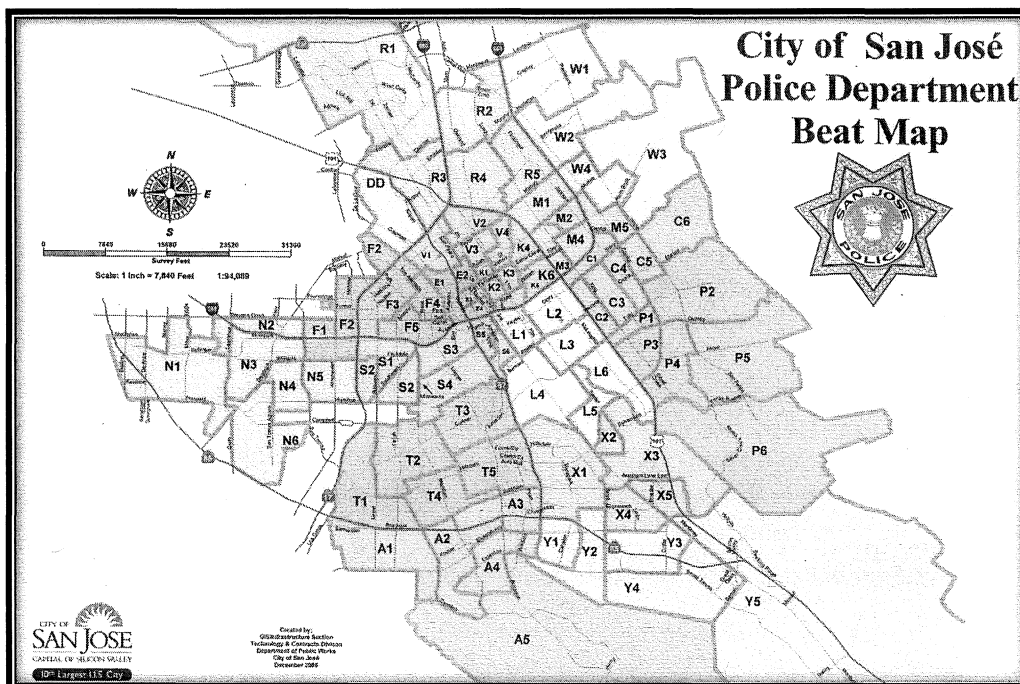
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driven staff deployment model is being used to provide for optimal deployment of resources. Managers use the data available from various parking management systems to understand the volume, location and associated task time of parking related service requests, then bundle or coordinate service deliveries by area to maximize efficiencies and reduce overall travel time. For example, a PTCO assigned to enforce a street sweep zone will also respond to Police Dispatch 22500 service requests in the same area, work Vehicle Abatement Cases on and adjacent to the street sweep zone, and be assigned to provide safety patrol at a school near-by.

The PCU currently uses the established San Jose Police Districts as a base for staff deployment to provide parking services in all 17 Police Districts consisting of 84 Sub-Districts (see map below). However, current PTCO staffing levels (47 FTE) do not allow for dedicated daily staffing of all Districts/Sub-Districts. The specific officer deployed to work within each District also fluctuates as a result of schedule rotation and shift bidding (bi-annual), staffing certifications/qualifications, and shift coverage (leave of absence, modified duty, illness, vacation, etc.). Additionally, contract staff is currently deployed in tandem with PCU staff to assist with addressing Vehicle Abatement Service Requests and the department strives to ensure multiple staff are not concurrently assigned to the same area which could potentially foster the perception that enforcement saturation is occurring. The use of Vehicle Abatement contract staff has been extremely effective, improving both service delivery and timeliness. Additionally, the number of inoperative and abandoned vehicles removed from public streets has increased and PTCOs have been freed from significant portions of Vehicle Abatement related field work, allowing officers to focus on delivering other parking related services.



To accomplish a higher level of informed enforcement than exists currently, PTCOs could be regularly assigned to provide parking services within a specified area of the City. To provide dedicated regular service to each of the 17 Police Districts and continue the level of service and response times currently provided by the PCU, a significant staffing increase would be required.

OPTION I: Dedicated Vehicle Abatement Team

Prior to 2016, the Parking Compliance Unit's operational model was based upon utilization of service delivery specific teams, including a Vehicle Abatement (VA) Team. As the service delivery demands of the Unit continued to increase, response times for VA concerns drastically increased, and the VA backlog grew. To respond to these changes the PCU reorganized and adopted a more efficient data driven model that maximizes resources across all service deliveries, including VA. While the operational and associated deployment model currently used are efficient and effective, it does reduce an Officer's intimate knowledge of the specific parking demographics of individual areas of the city.

To reinstitute a dedicated Vehicle Abatement Team aimed at increasing area awareness and maintaining the current timeliness and service levels in each of the 17 Police Districts, an additional 24 FTE would be required. This staffing level takes into consideration the size and VA service activity within each Police District.

The additional staffing would include: 20 FTE – PTCO, 2 FTE – Senior PTCO, 1 FTE – Parking Supervisor and 1 FTE – Parking and Ground Transportation Administrator. The addition of 20 PTCOs would increase the overall number of PTCO staff in the PCU to 67, resulting in an unmanageable span of control for the existing supervisory staff and therefore, additional oversight through a Parking Supervisor, a Parking and Ground Transportation Administrator, and Senior PTCOs would be necessary. First year costs (personal and non-personal) associated with this additional staffing are estimated at \$2.7 million with on-going annual costs estimated at \$1.9 million. Further, while VA services are time consuming, they do not often result in the need to issue citations and therefore any additional revenue offset for the additional General Fund costs related to this potential staffing increase would be minimal. It is important to note that if dedicated staffing was provided, contract services would not be required, at a savings of approximately \$610,000 annually within the General Purpose Parking Fund (contract services are proposed to be extended for a third year in the 2019-2020 Proposed Operating Budget).

OPTION II: Expansion of Current Bundled Parking Services Model

Building on the PCU's current operational and associated data driven deployment model, which includes use of contract VA staff, an alternate approach aimed at increasing PTCO's intimate knowledge of the specific parking demographics of individual areas of the city would be to provide all parking related service deliveries, not simply Vehicle Abatement, through regular area specific staff assignments. Leveraging the efficiencies gained through bundling service deliveries can be implemented with fewer additional staff than required with Option I.

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To ensure regular and dedicated staff within all 17 Police Districts and continue the level of service and response times currently provided by the PCU, a staffing increase totaling 11 FTE would be required. This staffing level takes into consideration the size, service request levels and parking demographics of each Police District and staffs' ability to provide consistent coverage city-wide. The 11 FTE add includes: 9 FTE – PTCO, 1 FTE – Senior PTCO, and 1 FTE – Parking and Ground Transportation Administrator. The addition of 9 PTCOs would increase the overall number of PTCO staff in the PCU to 56, resulting in an unmanageable span of control for the existing supervisory staff and therefore, additional oversight through a Parking and Ground Transportation Administrator and a Senior PTCO would also be required. First year costs (personal and non-personal costs) associated with this additional staffing are estimated at \$1.2 million with on-going annual costs estimated at \$890,000. It is anticipated that there would be an increased issuance of parking citations that could offset a substantial portion of the additional General Fund costs related to this potential staffing increase.

This option is contingent upon the continuation of contract services to supplement the Vehicle Abatement work of the PCU and is expected to also enhance parking service deliveries city-wide including, increased school safety patrols, improved response to general parking requests received via SJPD Dispatch and increased availability of PTCOs to provide Traffic Control Services during citywide special events.

/s/

JOHN RISTOW

Director of Transportation